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FILE

Training 3-2

30 MAR 1970

Problem Solving Seminar #1

Topic: How can new Support requirements be met under increased budget and personnel control.

Sponsor: OC

Date: 14 - 19 September 1969

Grade Group: GS-15

Basic Findings/Recommendations

. Resources Allocation Board:

To evaluate requests for significant increases in Support operations; to recommend priorities for resource allocation.

. SIPS and Work Measurement:

Use SIPS capabilities to provide the Offices with work measurement data for use as management tools. Provide for a Systems Analysis Group to identify the needs of the Offices.

. Belt Tightening:

Be prepared to meet additional requirements without additional resources. Rearrange priorities.

. Develop Support Generalists:

Develop multiple skills, combine functions into one job.

. Shift Work and Space Consolidation:

To minimize requirements for additional space; consolidate space to effect savings in time, communications, logistics and security support.

. Reorganization:

Develop a model based on men, money, materiel which would serve to focus on various possibilities for reorganization.

GROUP 1

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Follow-Up

. Copies of Reports #1, #2 and #3 sent to Office Heads requesting written comments. (DD/S 69-5089, 17 November 1969).

. Meeting of DD/S with Office Heads, 3 December 1969 to discuss the Report and Comments.

. Resources Allocation Board:

Office Heads notified by DD/S 69-5482, 9 December 1969, of establishment of Resources Allocation Board. Board to be an ad hoc group, chaired by A-DD/S with Deputy Directors of Offices as members. To be concerned with program problems vs. budgetary problems.

First item of business: To discuss the subject of personnel reduction by addressing questions raised by the Ex. Dir-Compt.

. Seminar participants were notified of the establishment of the Board and of intent to broaden the audiences of SIPS briefings. (DD/S 69-5496, 10 December 1969).

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Problem Solving Seminar #2

Topic: Should opportunities for Inte-Office assignments be increased. (If affirmative, formulate a program).

Sponsor: OP

Date: 5 - 10 October 1969

Grade Group: GS-14

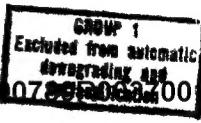
Basic Findings/Recommendations:

- . Provide for centrally administered effort to identify - and plan for the development of officers possessing potential for management positions - by -
 - a. Ad hoc board or panel for review, selection and assignment of those selected for development.
 - b. Senior Officer to manage the program and deal with Office Heads.
 - c. Senior Officer, along with Office Heads, to work out set of criteria for selection.
 - d. Selection of Developmental Positions - jointly by the Senior Project Officer and Office Heads: GS-12 - 14 range, management and planning positions.
 - e. Formulate Developmental Plan for each selectee.
 - f. Training in Agency management - PPS, Logistics, Support, FPA, Personnel problems.....

Follow-Up:

- . Copies of Reports #1, #2 and #3 sent to Office Heads requesting written comments. (DD/S 69-5089, dated 17 November 1969).
- . Meeting of DD/S with Office Heads, 3 December 1969, to discuss the Report and comments.

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. Office Heads notified by DD/S 69-5482 dated 9 December 1969, to begin to identify rotational positions and people for development. To be reviewed by Support Career Board before proceeding further.

. 10 December 1969:

Memo from Career Management Officer [redacted] to CMO's of the 7 Offices calling conference 18 December to discuss Reports #2 and #3 and to collect lists of rotation positions/personnel.

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. 10 December 1969:

Memo from DD/S to Seminar participants reporting the actions taken (DD/S 69-5499).

. 16 January 1970:

Memo from DD/S to Office Heads, forwarding for comment the plan for implementing the inter-Office rotation concept within the Support Directorate. If adopted, the next step would be scheduling Career Board Meeting to discuss specific rotational assignments.

. 9 February 1970:

Memo from DD/S to Office Heads suspending action indefinitely. (DD/S 70-0526)

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Problem Solving Seminar #3

Topic: What kind of mid-career training should be given to professional employees not selected for the Mid-Career Executive Development Course (MEDC).

Sponsor: OTR

Date: 19 - 24 October 1969

Grade Group: GS-13

Basic Findings/Recommendations:

- . Establish a two-week course for all GS-13's and GS-14's comparable to Phase II - Agency Activities - of the MEDC.
- . Establish a counselor function on the DD/S Staff responsible for entire program.
- . Selected employees develop with counselor a tailored plan for training and work experience.
- . Identify "generalist Support" positions for rotational assignments of promising candidates in the Program.

Follow-Up:

. Copies of Reports #1, #2, #3 sent to Office Heads requesting written comments. (DD/S 69-5089, dated 17 November 1969).

. Meeting of DD/S with Office Heads 3 December 1969 to discuss the report and comments.

. Office Heads notified by DD/S 69-5482, 9 December 1969, that the Career Management Officer's will meet to discuss and evaluate the report and make determination whether to ask DTR to do anything further about re-evaluation of the Midcareer Program.

. 10 December 1969 -

Memo from CMO [redacted] to CMO's of the seven Offices calling Conference 18 December to discuss Report #3, and general problems related to personnel management of mid-careerists. They were to evaluate the report and make determination as to whether to ask DTR to do anything further about re-evaluating the Mid-career Program.

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. 10 December 1969 -

Memo from DD/S to Seminar participants reporting the action taken.
(DD/S 69-5499).

. 16 January 1970 -

Memo from DD/S to DTR forwarding CMO conference comments
and Office Head comments and requesting DTR to provide recommendations
for modifications of Mid-Career training that he believes feasible and
advisable.

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**(NOTE: Per Mr. [redacted] OTR reply should be received by DD/S
this week.)**

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30 MAR 1970

Problem Solving Seminar #4

Topic - What steps can be taken to ensure open and mutually understanding communications between Support Directorate Management at all levels and the young professional and how can young professional employees be increasingly involved in major problems and the decision-making process.

Sponsor: OP

Date: 14 - 19 December 1969

Grade Group: GS-12

Basic Findings/Recommendations:

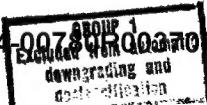
A. To Improve Communications

- . Strong adherence to chain of command.
- . Be selective in positions and supervisors for first assignment.
- . Sensitivity type training for young professionals.
- . Accurate forecasting of requirements - minimize hiring of over-qualified personnel.
- . Meaningful assignments, definite responsibilities, clearly informed of "realistic expectations."
- . Periodic Attitude Surveys.
- . Delegate authority.

B. Involvement in Decisions

- . DD/S meet periodically with young professionals and their supervisors; encourage similar meetings with Office Heads.
- . Rotational assignments of young officers to DD/S staff.
- . Create body similar to MAG; encourage similar body at Office level.
- . Convene seminars of young officers.

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Follow-Up:

.26 January 1970 - DD/S 70-0308

DD/S forwarded report to Office Heads; requested written comments and scheduled meeting to discuss the report.

.12 February 1970

DD/S met with Office Heads to discuss the report.

(NOTES:)

1. The DD/S stated that the first assignment should be on an approval basis and known to the Head of the Career Service.
2. The DD/S charged CMO [] to work up a briefing outline on the Reception of New Professional Employees.
3. The meeting was terminated after discussion of Objective A - Communications Improvement. Another session to be called to finish the discussion.

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.18 March 1970 - DD/S 70-1065

Guidelines for briefing new employees sent by DD/S to Office Heads.

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